

CENTER FOR INCLUSIVE LEADERSHIP (CIL)

Research Project Grant Progress Report AY2020

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研究代表者 Research Representative	所属・職位 Affiliation/Position	Professor, APS	氏名 Name	Vafadari, Kazem
研究課題名 Research Title	Training and Research for Inclusivity and Resilience			
研究メンバー Research Group Members	氏名 Name	所属 Affiliation	職位 Position	
	PARDO, Phillip	APS	Professor	
	CHEN, Loretta	Visiting Prof APU	Professor	
	BENNETT Leigh	ITLA, Australia	CEO	
	ROUAULT Frank	Practical Learning, Paris	CEO	
COOPER Malcolm	APU	Emeritus Professor		

2020 年度 研究経過 (研究経過・到達点を明確にご記入ください。800~1,000 字)

AY2020 Research Progress (Please state clearly the research progress, results, approx. 400 words.)

The importance of social connectedness, optimism, and community learning as features of community resilience have recently been highlighted. But social capital – resilience - depends to a large extent on these features being established over a long period of time. This has implications for those trying to increase the resilience of communities as it highlights that resilience needs to be considered as part of long term community development plans, rather than part of quick fixes or short-term preparations for natural disasters. This means that there is a need to refine our pedagogy. It is imperative that Universities and other organizations redefine the pedagogy of learning systems, processes and contents across formal and non-formal education sectors that support the creation of sustainable societies. We proposed to research and implement through pilot testing the most appropriate and effective ways to do this by developing the following:

1. An International Leadership Development Program

We proposed to design and eventually test a program that would impart **specific skills** (research, inclusive development and management, presentation, discussion, negotiation, etc.) and international **sensibilities** (such as trying to understand the other person, to think for yourself, to be able to think and communicate properly in the business and community context, to be flexible, and so on) that can help the internationalization of companies and society.

2. Personal and Business resilience and inclusivity videos

We proposed to oversee the development and translation for the local Japanese market of an **8 Module Personal Resilience Self Coaching Program**. This will be 8 short videos with slides (8-10 minutes) each with 2-3 follow up tools to put into place, reflection, personal growth tasks, etc. These modules are designed to enable future and current business leaders to tap into their diverse personalities, abilities, and qualities, and accept these diverse values as a member of the community. This will enable them to convert diversity and inclusivity into organizational power and, in turn, help solve the issues facing businesses and society. We have coordinated with local communities in Oita prefecture in order to incorporate local resources in the above product and ensure the accessibility and feasibility of such active learning for student at APU.

We undertook the first task in 2020, and that involved:

Webinars, Focus Group Workshops (online) and face to face

The CoVID pandemic has probably irreversibly changed the way our communities do business and provide services, and it has heavily affected how we travel. Change will be the new normal. Our focus group sought the experience of several members of the local and international community to provide further understanding of business and community resilience, how mutual confidence, and co-dependency (inclusivity) can be enhanced, how to handle the distributed workplace and the community by increasing emotional intelligence, and how to give businesses and the community the power to develop pro-active vision and the ability to think on their feet. The discussions were heavily oriented to the needs of the tourism and healthcare industries in small communities. The contacts discussed resilience, leadership, and inclusiveness issues in the community now and in the future which we will turn into an international program in 2021, the second year of the grant. Members were:

Mr Shintaro Takaji, Aoyama Medical Welfare Association
Dr Hirofumi Zaizen, Tsurumi Hospital, Beppu
Dr Masayoshi Suzuki, Koseiren Tsurume Hospital, Beppu
Professor A. Gnanapala, Sabaragamuwa University, Sri Lanka
Professor M. S. M Aslam, Sabaragamuwa University, Sri Lanka
Mr Leigh Bennett, ITLA and DR Tourism, Brisbane, Australia
Dr David Ermen, Destination Capacity Ltd, New Zealand
Dr Marcus Curcija, Insight into Impact, Brisbane, Australia
Ms Kyoko Inazumi, Bebeppu Co, and B-biz Link, Beppu
Mr Masahiro Ide, B-biz Link, Beppu
Mr Dan Nogami, Cessna Co. Ltd, Beppu
Mr Junya Hanada, In Bloom Beppu, Beppu
Mr Yano from Beppu. Oita
Mr. Nakano From Kunisaki, Oita
Mr. Mimura From kunimi, Oita
Yufu city office
Mr. Ono from Yufu city
Mr. Yamada from Liss NPO, Yufu city Oita
Mr. Hashimoto from Ikue, Yufu city, Oita
Mr. Kawai from Sakura travel, Oita city
Mr. Oonaka from Local future Planning Association, Kunisaki, oita

We used these opportunities to undertake community-based research on resilience and inclusivity as noted below. Our contacts have given practical guidance that is:

- Evidence-based, drawing on the latest international and national experience
- Business-focused, demonstrating the connection between inclusive leadership and both business outcomes (e.g. innovation, performance) and individual outcomes (e.g. feelings of belonging and uniqueness)
- Comprehensive, clearly describing and connecting the three inter-related concepts of diversity, inclusion, and inclusive leadership, and describing not just the characteristics of an inclusive community but importantly also the knowledge, skills, and behaviors it needs to build inclusion. Points to note:
 1. The CoVID-19 Pandemic hampered our workshops scheduled with Local stakeholders. We discussed with Students, Professors, Alumni during various presentations of the models proposed. These took place in France, Australia, and Japan via Zoom Meetings.
 2. The number of interviews scheduled were reduced (CoVID-19 Pandemic) but because of that we could hold a more in-depth assessment. We conducted surveys to assess the need for Inclusiveness in various cultures and nations as well as the effectiveness of training with emphasis on Leadership and Resilience.
 3. This Leadership Research study was formulated in cooperation with Dr. Rouault and Mr. Leigh Bennett. Unfortunately, the Leadership Program developed could only be tested partially due to restrictions imposed by CoVID-19 Pandemic on our Alumni and Professors.
 4. Various members attended or were accepted to conferences in 2020. Following are the brief highlights:
 - Dr Vafadari, Dr Cooper, Mr. Bennett and attended Asia Pacific Conference 2020 in the CIL Special Session.
 - Mr. Bennett was invited to share some of the insightful findings in an Australian podcast titled: 'Insight Into Impact' (<https://tinyurl.com/bennettspotify2020>).
 - Dr. Rouault held webinars in France via Zoom highlighting the importance of Diversity, Equity, Inclusion and Resilience between January and March 2020.
 5. Webinars

Webinar 1 Resilience and Recovery of Tourism Communities

Recent webinars have paid limited attention to CoronaVirus problems of small/remote communities depending on tourism. Simply put, without tourism these destinations cannot feed themselves.

This webinar identifies problems of such neglected host communities and suggests how their micro tourism operators can regain the lost business and actually start doing better after the CoronaVirus situation is resolved.

<https://scotwebinars.com/volume-1/>

Webinar 2 Actions of Small Destinations to Restore Tourism, Lessons from Beppu, Japan

Tourism-dependent communities and small businesses around the world have been severely affected by the COVID-19 pandemic due to the fast and almost absolute decline in travel, and many are now gradually exploring paths towards recovery. In several cases, recovery strategies have focused on embracing domestic tourism, and on creating practices and conditions that minimise the potential of infection among visitors and tourism workers. Beppu city, in Japan, is a popular hot springs destination in which the community has been deeply involved in tourism planning to ensure competitiveness and sustainable local benefits. Two speakers representing local tourism business and government will explain problems and prospects from a community's point of view. International webinar participants, also benefiting from the panel discussion and questions from the audience, will find applications of Beppu's strategies in their respective communities/countries.

<https://scotwebinars.com/volume-2/>

Webinar 3 Small business recovery amid covid-19, Lessons from the Caribbean

Covid-19 is an utterly black swan event. It attacked by surprise the tourism industry at its heart: accessibility and social interaction. By restricting both, the global tourism industry came screeching to a standstill. The after-effects were

deleterious. Nowhere were these effects more damaging than in small islands. Most of them depend on tourism, and their economies has taken a significant hit from curtailed tourism. Curtailing it has been lethal to many small businesses.

Small businesses are the hallmark of the small island tourism ecosystem in the Caribbean. They are the source of jobs, incomes, and opportunities for thousands of people. They are the tourism soul of the islands. While they have weathered many storms, their resourcefulness has never been severely challenged by the current pandemic. How small businesses cope with the pandemic and how they navigate these uncharted waters have become the road to survival for many such islands.

This webinar sheds light on the efforts and recovery strategies of small businesses in the Caribbean during this pandemic. Its focus is to discuss and distill elements from a small business practice that suggest survival and recovery in this brave new world.

<https://scotwebinars.com/volume-3/>

Webinar 4 Prospects for hosting global service learning programs

Small under-resourced communities are often involved in the provision of accommodation services and cultural experiences to groups of students from international institutions. These host communities become invaluable field partners that help institutions nurture the global citizenship of their students through volunteer work on local improvement projects, homestays with families, and involvement in communal cultural activities. In many cases, hosting these groups may represent a dominant portion of a small community's business. Therefore, there is a dire need to stimulate dialogue between small tourism communities and their institutional clients to manage mutual expectations and mitigate disruptions caused by the COVID19 pandemic. In this webinar, two Latin American tourism microentrepreneurs will explain how their communities benefit from hosting global service learning groups, they will relate the impact of COVID19 on their tourism livelihoods, and will discuss their hopes and concerns about programs scheduled for 2021. Three American global service learning professionals will react to those presentations, sharing their insights into the best practices in their field during this pandemic.

<https://scotwebinars.com/volume-4/>

Webinar 5 COVID-19 pandemic and recovery strategies of tourism SMEs: Perspectives on Iran

The worldwide outbreak of COVID-19 has triggered an unprecedented crisis in the global tourism economy due to the severe travel restrictions as well as substantial slump in demand among travellers. Many tourism SMEs have been heavily impacted by this pandemic and are now facing significant declines in revenue. This is especially significant as SMEs are particularly at much higher risk from prolonged COVID-19 lockdown measures, and account for around 75% of all jobs in directly affected sectors. Like many other destinations, Iran has also experienced severe economic impacts from far-reaching consequences of COVID-19 pandemic.

The impacts of this outbreak are particularly significant in Iran as many of affected small businesses and self-employed people are those whose livelihood depend upon tourism as a vehicle to spur their development and economic inclusion. Thus, responses are needed at local, national and global level to limit the direct effects of COVID-19 and to help the affected societies and communities return to growth and stability. This webinar sheds light on the recovery strategies of SMEs in Iran and discusses the policy responses and resilience mechanisms required to combat this crisis for SMEs.

<https://scotwebinars.com/volume-5/>

Webinar 6 Women in Small Communities Tourism

Covid-19 has exacerbated the multiple challenges faced by women in small tourism firms (STF). It is recognised that the tourism sector provides women with employment and entrepreneurial opportunities, both vital for their economic and social independence. For women entrepreneurs, their STFs also act as platforms for the promotion of local development and social transformation, and enables them to create 'new' self-identities.

In this webinar, two African women tourism micro entrepreneurs explain their journeys and how this has transformed them and others. They discuss the impact of COVID-19 on their businesses and the strategies they have adopted to overcome its challenges in resource-scarce environments. Two tourism industry experts from academia and industry respond to those presentations, sharing their insights into lessons being learnt and best practices during this pandemic and beyond.

<https://scotwebinars.com/volume-6/>

Webinar 7 Development of Resilience and Leadership in Small Communities

Because the CoVID19 pandemic has dramatically reduced the volume of travel worldwide, small communities that formerly had income from tourism have no choice but to function—do business and provide services—differently. This webinar shares new community-based accomplishments in nurturing tourism business conduct, resilience, confidence and codependency, emotional intelligence, and community empowerment to proactively succeed during the current hard times and in the years ahead.

Our panel of experts will focus on tourism and healthcare businesses in small communities. The panelists will discuss the evidence-based guidance that they provide to diverse small communities, each with its own mix of micro-entrepreneurs and businesses. The discussion will result in practical operational and management recommendations. Their responses to questions from webinar participants will further shed light on the effective implementation of community-based strategies for recovery.

<https://scotwebinars.com/volume-7/>

Webinar 8 Special edition in Portuguese: O papel das redes microempresariais

Os microempreendedores turísticos, pela natureza do seu pequeno tamanho e escassos recursos, sentem dificuldades para que os seus interesses sejam considerados pelos líderes das suas comunidades e por possíveis parceiros comerciais no setor. Apesar do facto que as experiências e serviços que prestam aos turistas fazem destinos mais genuínos e competitivos, a elevada competitividade do mercado põe-lhes dificuldades em penetrar o mercado. Por estas razões, microempreendedores beneficiam muito de redes microempresariais que representam os seus membros em processos de política e planeamento dos destinos, e que coordenam esforços de marketing associativo. O objetivo deste webinar é dar visibilidade ao papel crítico das redes microempresariais em ajudar os seus membros a lidar com e pivotar em resposta às novas demandas da pandemia COVID-19. Este webinar vai começar com breves apresentações de dois microempresários, relatando as formas como as redes microempresariais melhoraram sua resiliência. Essas apresentações então servir de estímulo para pesquisar as percepções de um grupo de líderes na indústria, governo e academia.

Microentrepreneurs, by the nature of their small size and scarce resources, tend to struggle to get their interests heard by community and industry leaders and to get noticed by the market. As a result they tend to benefit greatly from business networks that pursue associative marketing and collective bargaining. The purpose of this webinar is to bring visibility to the critical role of microentrepreneurial networks in helping their members cope with and pivot in response to the changing demands of the COVID-19 pandemic. The webinar will begin with brief presentations by two microentrepreneurs relating the ways in which business networks have improved their resilience. These presentations will then serve as stimuli to poll the insights of a select group of industry, government and academia leaders.

<https://scotwebinars.com/volume-8/>

Webinar 9 Climate Friendly Travel: Case for small communities and entrepreneurs

Recently UN Secretary General Guterres noted the importance of tourism in a post COVID-19 socioeconomic recovery. Calling for “Climate Friendly Travel” as a response to the existential Climate Crisis. SUNx Malta is working, to deliver “Climate Friendly Travel” with the support of the government of Malta, and WTTC – low carbon: SDG linked: Paris 1.5. We created two **Climate Friendly Travel** tools to support transformation – a **Registry of 2050 Ambitions** and a **Climate Champions Diploma**, to train tomorrows leaders. We will discuss how small and medium stakeholders can benefit from these programs.

<https://scotwebinars.com/volume-9/>

Webinar 10 COMMUNITY-LEVEL POVERTY ALLEVIATION THROUGH TOURISM (IN CHINESE LANGUAGE)

通过旅游业的社区脱贫（中文系列）

This webinar, conducted in Chinese language only, will be moderated by Jing XU, former Director of the Regional Programme for Asia and the Pacific of UNWTO. Among his areas of expertise is tourism rural and community development in Asia Pacific Region. Academics and practitioner will present and discuss successful stories of community-level poverty alleviation through tourism, and will highlight areas related to empowerment and sustainability in the field of tourism.

此次网络会议仅使用中文，将由联合国世界旅游组织前亚洲太平洋地区主任徐京先生主持。他的专长领域包括亚太地区的乡村旅游和社区发展。学者和实践者将介绍和讨论通过旅游业在社区一级减贫的成功故事，并将讨论与旅游领域的赋权和可持续有关的课题

<https://scotwebinars.com/volume-10/>

Webinar 11 Small community tourism development in Sri Lanka

Tourism in Sri Lanka has grown strongly over the past several years. The country received 1.9 million tourists in 2019. The established tourism sector is based around sun and sand, wildlife and ancient culture and growth has placed stress on national parks and more well-developed attractions. Further, opportunities to meet local people and learn their culture are limited. The Government of Sri Lanka is developing its tourism sector to encourage new forms of tourism and to ensure the benefits of visitor expenditure are received in less developed areas and by smaller communities. This webinar will discuss a number of projects targeting development of tourism in small communities in Sri Lanka.

<https://scotwebinars.com/volume-11/>

Webinar 12 Branding Small Communities Using International Certifications

The title of this presentation is “Branding small communities using international certifications”. Japanese small communities are struggling with declining and aging population. In rural areas, the average age of farmers are over 65 years old and many of them do not have successors. Thus, uncultivated farmland and vacant houses are increasing that result in destruction of the landscape. In metropolitan areas, the declining and aging population also occurs. Therefore, revitalization of small communities is an important issue in Japan. Branding communities is one of the ways to revitalize communities and many communities in Japan try to improve their brand images using international certifications. In this presentation, we look at Japanese communities that try to improve their brand images using UNESCO’s World Heritage and FAO’s Globally Important Agricultural Heritage Systems.

This event has an English/Japanese interpretation.

<https://scotwebinars.com/volume-12/>

Webinar 13 Resilience of ecotourism communities in the South Pacific

Some small communities in the South Pacific have embraced ecotourism to develop livelihoods that leverage the fragile environmental resources that surround them, and the charismatic culture that defines them. The competitive and vertically integrated nature of international tourism has made it very difficult for small ecotourism communities to be successful; and the current pandemic has brought tremendous strain on local health and livelihoods as well as barriers for direct engagement with tourists. Consequently, the purpose of this webinar is to bring light into how the pandemic is affecting small ecotourism communities in the South Pacific, and to explore possible strategies for their recovery. This webinar will begin with brief presentations from two communities to help participants better grasp the impacts of the pandemic in their lives and their ecotourism livelihoods. Government and industry leaders, and academics will react to the community presentations to suggest engaged research ideas and policy and business strategies that can assist such communities in a path towards recovery.

<https://scotwebinars.com/volume-13/>

Webinar 14 El turismo rural en Iberoamérica ante la pandemia del COVID-19

El turismo rural ha sido una de las modalidades de turismo más beneficiadas en Europa durante el pasado verano, pero también en muchos lugares de Iberoamérica. Los espacios rurales, en su diversidad, se han convertido en lugares refugio, de escape y recuperación de las energías vitales después de duros confinamientos en viviendas de los aglomerados urbanos, y en contacto próximo con la naturaleza. Es importante saber cuáles han sido y están siendo los efectos de esta nueva demanda de turismo rural desde perspectivas iberoamericanas, tanto sobre las comunidades locales receptoras como sobre los visitantes, y cuáles son los desafíos para el futuro.

Durante el seminario online pretendemos dialogar con algunos académicos especialistas en turismo rural en Iberoamérica, y traer algunas experiencias empresariales que nos aporten la experiencia del promotor del turismo rural, sabiendo que hay una gran diversidad de turismo(s) rural, pero que presentan igualmente problemáticas equivalentes, que son importantes para este debate. El seminario tendrá una duración de 90 minutos.

6. We began translation of the Personal and Business resilience and inclusivity videos. This will be completed in 2021.

Ultimately these will be 8 short videos with slides (8-10 minutes) each with 2-3 follow up tools to put into place, reflection, personal growth tasks, etc. These modules are designed to enable future and current business leaders to tap into their diverse personalities, abilities, and qualities, and accept these diverse values as a member of the community. This will enable them to convert diversity and inclusivity into organizational power and, in turn, help solve the issues facing businesses and society.

7. **Report to CIL:** We submit this Progress Report for AY2020

2020 年度中の研究発表（予定を含めてご記入ください）

Publication of Research in AY2020 (journal articles, conferences, etc.) (Please include future plans as well)

発表方法 Publication Methods			
著書・論文 等Books or Articles	著書・論文名等 Title of Books or Articles	出版社／掲載誌・巻号等 Name of Publisher / Name and Volume of Journal	刊行年月 日 Date of Publication
	Professional Engagement	English Translation Complete Publishing in process	Late 2021
	Confusedly Clear? Or Clearly Confused?	Forbes (https://tinyurl.com/confusionforbes)	March 2021
学会等 Presentation at an Academic Conference	タイトル Title	学会名 Name of an Academic Conference	発表年月 Date of Presentation
	Inclusive Leadership Program for the Healthcare and Tourism Industry in Oita Prefecture	Asia Pacific Conference 2020	November 2020
	Workshop Materials	ITLA, CIL and Practical Learning	